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Challenge



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HUD Challenge

U.S. Department of Housing and Urban Development

James T. Lynn, Secretary

William I. Greener, Jr., Assistant to the
Secretary for Public Affairs

Tacy Cook, Editor
Anya F. Smith, Associate Editor
Carol Cameron, Art Director
Wayne Eddins, Assistant Art Director
Judy L. Johnston, Production Assistant

Editorial Board: Fred W. Adams,
Lloyd Davis, Ernest Gross, Patrick Henry,
Harold Keith, Morton Leeds,
Norman L. Linton, Cecile Smull,
Ronald Weber, Harvey Weiner,
Dorothy Williams

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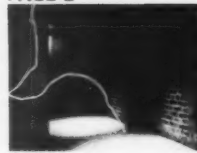


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expo'74.

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PAGE 2: With help from HUD, the Boy Scouts of America have been increasing both the number of troops and the number of scouts in public housing projects. Also the *Scout Handbook* reflects this new concentration in the city.

PAGE 15: HUD is involved in both the inner-city site preparations and U.S. Pavillion exhibit for Expo '74 in Spokane, Wash. This is the only international exposition of the Bicentennial era, and as such is recognized as a Bicentennial project by the American Revolution Bicentennial Commission.

PAGE 23: The largest rehabilitation project in history, 1000 units in New York City called Jose De Diego/Beekman Houses, opened this year to tenants who had already participated in the planning and management functions as the project was under way.

PAGE 26: At the time that the New Community Administration is created, it is intriguing to look back at the history of Salt Lake City, Utah, a planned new community begun in 1847 and thriving today.

NEXT MONTH:

A selection of articles will deal with many topics, including a strategy for comprehensive community development, housing in Micronesia, the Afro-American Bicentennial Committee, urban homesteading, the National Center for Housing Management, and neighborhood revitalization in Pittsburgh and Philadelphia.

COVER: Both traditional Scouting and Scout troops in public housing emphasize development of physical fitness. These youngsters, awaiting the den mother's "go" signal at the start of a foot race, evidently enjoy the opportunity for physical activity in competition with their peers.

looking ahead

Managed Growth Conference

Local government officials, regional planners, realtors, builders, architects, and consultants from 42 states attended the first National Conference on Managed Growth, held in Chicago, "to bring about an accommodation between builders and developers and local officials who favor controlled growth." John Naisbitt, President of the Urban Research Corporation, remarked the significance of the fact that over 50 jurisdictions ranging from towns to states have enacted measures to limit growth. He said, "Two of the most powerful social forces in the country, the ideas that growth is good and that private property is king, are under severe challenge. We are now witnessing the widespread passage of laws and ordinances to control growth."

HUD Grants

A study to examine the powers and functions of local general purpose governments to meet revenue sharing responsibilities under the proposed Better Communities Act is being aided by two HUD grants awarded under the comprehensive planning research and demonstration program. The study will be conducted jointly by the National Association of Counties Research Foundation and the National League of Cities/U.S. Conference of Mayors, and will focus on 91 urban counties and the municipalities within the counties eligible for BCA assistance.

Free and reduced-cost busing

Dayton, Ohio, has instituted tax-subsidized free busing in its downtown. . . Atlanta, Ga., has reduced fares to 15 cents. . . many cities lower fares for elderly bus riders . . . Seattle, Washington, has entirely eliminated downtown bus fares in an experiment that is luring people out of their cars and onto buses within the 77-block area containing most of the city's major department stores, office buildings, hotels, theaters and restaurants. Planners are optimistic that increased bus ridership will turn the tide of people back to the downtown heartland, and by keeping cars out of it, decrease air pollution. Of Seattle's program, named "Magic Carpet," Mayor Wesley C. Uhlman said, "The people love it, the drivers love it, the businessmen love it." He predicts that inside a year every major city in the U.S. will have the same program or will be working on one.

Property Disposition

A series of conferences to inform small and minority group home repair contractors and real estate brokers on business opportunities related to the repair and sale of federally owned housing began in Detroit on October 25, with similar meetings scheduled subsequently in Seattle, Washington; Atlanta, Georgia; Cincinnati, Ohio; Dallas-Ft. Worth, Texas; and Newark, New Jersey. The conferences, which include an evening workshop followed by special training courses for repair contractors, are conducted by HUD's Office of Property Disposition, under H.R. Crawford, Assistant Secretary for Housing Management. The program looks to the disposition of some 73,000 single-family homes and 207 multi-family projects with 25,000 units acquired by HUD through mortgage defaults.

Pollution Control Costs

Pollution abatement will mean future savings in averted damage to property and health that will more than offset pollution control costs, the Council on Environmental Quality estimates in its fourth annual report sent to Congress by President Nixon in September. For example, the Council estimates, without any pollution controls, the most basic kinds of air pollution damage nationally in 1977 would total \$24.9 billion; with \$12.3 billion worth of projected control expenditures, the damage total would be reduced to \$10.8 billion—a net annual savings of \$1.5 billion. Moreover, this estimate is a considerable "understatement," the Council has said, because it included a large measure of automobile control costs, but not the damage from major auto pollutants.

Using Recycled Materials

In a fashionable Richmond, Va., suburb, a four-bedroom house that appears to be no different from any conventional suburban house has been constructed almost entirely of recycled materials, including aluminum cans, broken glass, old newspapers, carpet scraps, worn rubber tires, fly ash and garbage. The recycled house—the first so constructed—was completed in August when it went on the market with a price tag of over \$60,000. The Reynolds Metals Company of Richmond launched the project to demonstrate that "there are today practical uses for recycled materials." Some 30 other companies joined Reynolds in supplying the recycled materials, all of which are reported available to builders now or are technically practical for further use.

Boy Scout Programs in Public Housing

The image of the Boy Scouts of America is changing. It is no longer composed solely of a Norman Rockwell illustration of a group of uniformed boys around a campfire.

The good citizen and woodsman image of the Scout still exists, but a new orientation of the Boy Scouts is reflected in the Scout Handbook, its innovative programs, and its membership drive: all are directed to inner city youth.

The handbook was—and still is—a goldmine of information on backpacking, woodlore and “roughing it.” But now in addition to snake bites, it discusses the treatment of rat bites and lead poisoning along with drugs, venereal disease and homosexuality.

Scouting programs are now turning toward the recruitment of inner city and public housing youths. Recent innovations include Operation Reach, a drug abuse program; Project SOAR (Save Our American Resources); coed Explorers, for youths 15 to 20 years old; Scouting for the Handicapped; and Outreach to Low-Income Areas through mobile vans, storefront centers, block Scout units, Spanish literature, and employment of para-professionals and youth coordinators.

Scouting is still composed overwhelmingly of white middle-class boys from suburbia, but BSA officials, HUD Office of Housing Management staff and Local Housing Authority administrators have been making a cooperative drive since 1968 to reach inner city youths. Largely as a result of HUD-BSA-LHA workshops, the number of Scout troops in housing projects increased 29 percent in 1972, as compared to a five percent growth rate for all troops.

“The future of Scouting is irrevocably linked to perfecting our ability to serve the needs of the people of the ghetto,” said Scout Executive Alden G. Barber. “Scouting itself cannot solve all the problems of the disadvantaged—but what it can do, it will do, believe me.”

Scouting in the inner city has been praised for its benefits to management, the community and tenants in

addition to the traditional values, skills and experiences it teaches the boys. Decreases as large as 90 percent in vandalism and 45 percent in maintenance costs have been reported by some LHA's, and are considered to be an indirect benefit of Scouting.



“The Boy Scout programs have been changed and expanded until they have genuine relevance to youth in our congested city neighborhoods,” said H.R. Crawford, HUD Assistant Secretary for Housing Management. “They not only develop character and civic responsibility, but enlist the enthusiasm of the young,

of older teenagers and their parents."

Success stories of Boy Scout programs in Local Housing Authority projects have been repeated in city after city as management, with HUD urging, provides space, money, time and personnel to Scout units.

"One of the greatest benefits of Scouting here is the chance it provides for our boys to get to know each other," said Homer Meade, an energetic veteran of 28 years in leading Scouts. "We all go to parks together, we all camp together, and

Boys are also able to attend summer camp for two weeks in New Jersey. One of the special NHA projects is helping the elderly in such programs as tutoring and running errands.

Explorers and Scouts combined



Newark

In the midst of poverty, crime, drug addiction, racial tension and riots, Scouting has flourished. The BSA's national goal is to get one-third of the eligible boys in the country into Scouting by 1976, and the Newark Housing Authority has already exceeded that aim.

Scouts from one project discover they are very much like the boys from other housing projects. Blacks, whites, Spanish-speaking and English-speaking—we're all brothers."

NHA Scout activities included cleanup campaigns, school concerts and cake sales, and hiking and camping at nearby South Mountain Reser-

vation. Boys are also able to attend summer camp for two weeks in New Jersey. One of the special NHA projects is helping the elderly in such programs as tutoring and running errands. Explorers and Scouts combined efforts in a massive public service project that distributed more than 10,000 leaflets urging minority groups to apply for jobs in the police department. As a result of the campaign, lauded by Newark Mayor Kenneth A. Gibson as a "true American community youth project," more than 800 men took the police civil





FAR LEFT—Hiking and camping are a favorite Scout activity.

NEAR LEFT—"Learning by doing"—Handling a chain saw on a housebuilding project can lead to a job in the building trades when school days are over.

BELOW—Scouts are instructed in the use of the fire extinguisher.

service examination.

Assisting in such ventures are dedicated volunteers such as Sergio Colon, Scoutmaster of a troop serving a predominantly Spanish-speaking area, and Mrs. Estelle Walker, a 75-year-old grandmother and den mother with 15 years of Scouting service. "I enjoy working with these boys," she said, "because Scouting teaches them how to get along and to become useful citizens."

Parent enthusiasm is also a big plus, Homer Meade says. Despite limited incomes, parents find a way to obtain uniforms for their boys. "We have a tremendous Scouting program, one of the best in the country," he added. "It works here, and it'll work anywhere, given the chance."

Chicago

School teacher Jesse White started out with five boys and little interest in Scouting in the Cabrini-Green

project on Chicago's North Side; within seven months he, the local BSA council and the Chicago Housing Authority had built the program to more than 300 boys in 33 troops.

BSA President Robert Renneker praised Mr. White as "one of the main reasons why the BSA is the world's largest youth organization." From another perspective, an ex-gang member said: "He's a highly respected man here in the neighborhood. He really did a helluva lot for my younger brother—keeping him from the clutches of the man (police)."

Selected as School Teacher of the Year, Mr. White received a \$500 award and then spent it on the Scouts. "Scout activities are geared to help a boy later in life," he said, "and the Scouting program includes Scoutcraft, athletics, ballet, drill, gymnastics, team sports and personal hygiene." Cabrini-Green Scouts also



participate in cleanup projects, tutorial programs and canoeing along Lake Michigan.

During the summer such athletes as Dick Allen, Donnie Freeman, Cazzie Russell (a former Explorer) and Gayle Sayers visit the neighborhood and provide inspiration to the Scouts.

"Believe me, Scouts are the greatest landlord-helpers that ever happened," said Alvin Rose, a former executive director of CHA. "Boys in the Chicago Housing Authority projects are now enlisted by the score. Scouts honor, I don't think anything nicer could happen to our city."

Houston

The Houston Housing Authority increased its Scout membership from 37 to 1,500 in less than two years with the help of Model Cities and the BSA. HHA contributed three youth coordinators, Model Cities provided a weekend camping campaign—including money for a day camp, equipment and transportation—and the local BSA council assigned six paraprofessionals to the area.

One of these paraprofessionals was 38-year-old Pete Martinez, father of eight children and a part-time student, who recruits via "street corner" Scouting. "If you don't give these boys something exciting to do, they're going to do something exciting," he said. So far he has brought more than 400 inner city youths into Houston's Scouting program.

Houston is also a stronghold of Explorer posts, with some 300 posts with more than 5,000 members in the metropolitan area. "Our thrust is career oriented," said Exploring Executive Hiatt Ives. "Teenagers are interested in their futures, in learning leadership capabilities and in learning about the job market." Some of the interests of the posts include dentistry, law enforcement, engineering, banking and singing.

Diboll

Scouting has achieved spectacular success in this small Texas town, where 80 percent of all boys in the

public housing projects have been associated with the Boy Scouts since early 1972. "We presently have over 120 boys and over 50 adult leaders who are participating in our public housing Scouting program," said Woodrow Woods, executive director of the Diboll Housing Authority.

Scouts have been active in Project SOAR, park and neighborhood beautification projects and the DHA Summer Youth Work program. Housing authority officials also purchased new uniforms for boys from low-income families.

Indianapolis

Exploring is also a thriving program in this city, as youths in the Lockfield Gardens public housing complex have become involved in posts specializing in such careers as law enforcement, auto mechanics and health education. Indianapolis Housing Authority officials and local corporations such as General Motors also have helped Explorers obtain scholarships to state universities and colleges.

HUD's Role

HUD's role in Scouting has been defined by formal policy guidelines designed to encourage and assist Local Housing Authorities to cooperate and work with community service organizations and to provide space and facilities for services, programs and meetings when possible. "We recognize and applaud the efforts of the many residents, local housing officials and project managers who have encouraged and assisted the Boy Scout movement to exert its positive influence on inner city youth," said HUD Secretary James T. Lynn.

HUD does not directly provide funds to LHA's for Scouting, but does have a field support staff and Community Services branch within its Office of Housing Management which have worked with LHA and BSA officials since 1938.

Over 1972 and 1973 HUD sponsored workshops in 44 cities across the country, with management from 12 to 44 LHA's attending each meeting. The result of the workshops was

an increase of Scouting units from 1,000 to 1,350 and a gain in Scouts from 20,000 to 31,000 in LHA projects. Every city with more than 200 public housing units now has some type of Scouting program, and 80 percent of all LHA's sponsor Scout units. These figures, incidentally, do not reflect Scout units composed solely of project youths but sponsored by non-project organizations (Churches, schools, community centers, civic and fraternal groups, etc.).

Another accomplishment of the workshops was the establishment of 33 youth coordinators in LHA's, a needed supplement to Scout paraprofessionals working in the projects. Coordinators' responsibilities include Scouting activities—Cub Scouts, 8 to 10 years, Boy Scouts, 11 to 17 years, and Explorers, 15 to 20 years (coed)—among a wide range of counseling, athletic, self-help, employment, ecological, school, arts and other social service programs.

A film strip, "No Place to Go, Nothing to Do," also was produced for the workshops by HUD and BSA. The \$5,000 financing for the strip was raised by Jack H. Shiver, executive director of the Norfolk Redevelopment and Housing Authority and past president of the Southeast National Association of Housing and Redevelopment Officials. In addition, HUD and BSA wrote a handbook, "Boy Scouts of America Programs in Public Housing" (now being updated), for housing management staff.

The LHA Boy Scout recruitment drive represents only a small part of Scouting's total picture, of course, which includes some 4.6 million boys and a national goal of six million by 1976. But the most spectacular successes and real contributions to the lives of boys and their communities have been achieved in Local Housing Authority projects in the past few years; Scouting's emphasis is now shifting to the inner city and that is where the innovations and evolution of the Boy Scouts will occur in the near future.

*William Fang
HUD Intern*

notebook

Last year the National Endowment for the Arts initiated a national theme program to highlight problems of urban design and planning, and to assist in their solution. The first theme, *City Edges*, dealt with urban boundary conditions and elicited widespread interest and imaginative proposals from communities throughout the country. The second theme, *City Options*, concentrates on those special settings within a city that provide distinctive character and identity. It is the aim of *City Options* to foster those qualities that humanize the urban setting in communities of all sizes. A city option may be a plan to preserve the charm or integrity of a city's past, or a study of something new, involving a unique community attribute as yet unexplored; it may concentrate on a single detail within an urban network, or it may encompass the network itself. Objects, amenities, public spaces, design awareness programs, graphic information systems, neighborhood character; any of these could form the basis for a city option. *City Options* is intentionally undefined in order not to dictate which option should be pursued by applicants; rather, *City Options* aims to open up the broadest possible range of choices for the enhancement of a community's physical setting. Interested organizations or individuals should write to *City Options*, Architecture and Environmental Arts, National Endowment for the Arts, Washington, D.C. 20506, for grant application forms and further information.

State and local governments are spending about half their latest \$3 billion in Federal revenue to decrease taxes, with most of the money going to public safety and education. The findings are part of an **Office of Revenue Sharing** study of 33,076 "planned use reports" filed by State and local units telling how they will spend \$2.96 billion paid to them in April and July 1973. By category, about \$696 million—23.5 percent—has been earmarked for public safety, including law enforcement, fire protection and building code enforcement. Over \$651 million—22 percent will go for education. Transportation, general government, and environment programs will consume another 31.2 percent of the revenue sharing money.

The Census Bureau reports that **population growth slowed in metropolitan areas from 1970 to 1972**, with actual declines in eight of the 100 largest cities. The population losses ranged from 8 percent in Norfolk, Va., to 0.3 percent in New York City. The latter remained the Nation's largest metropolitan area, with a population just under 8 million. A 0.6 population loss dropped greater Los Angeles to third place behind Chicago in the Bureau's ranking of major metropolitan centers. Other cities that experienced population losses were St. Louis, 5.8 percent; San Francisco and Wichita, 3.5; Washington, D.C., 1.1; and Baltimore, 1.0.

Old Jackson Square, Independence, Mo., perhaps one of the most historic in mid-America, has a new look which should boost its charm and popularity. It was from here that the wagon trains departed more than a century ago on the way west along the Oregon, California, and Santa Fe Trails. The restored old courthouse contains the offices used by Harry S. Truman when he was beginning a career that led to the White House. By the mid-60's time had taken an ugly toll on the square, which had once been a focal point of community life. A few rundown buildings and an almost constant traffic jam made it an unpleasant place to visit; fewer people did each year. As part of the Jackson Square urban renewal project, landscaping, fountains and pedestrian malls have replaced major parts of the old street network that was characterized by rows of parked cars and bumper-to-bumper traffic, and have created a setting worthy of the importance of this historic square.

The Department's New Communities program and related activities will now be administered by a **New Communities Administration**, headed by an Administrator who reports directly to the Secretary. The Administrator also serves as General Manager of the Community Development Corporation. The functions, personnel, and positions of the Office of New Communities Development, under the Assistant Secretary for Community Planning and Development, are being transferred to the New Communities Administration.

Two appointments have been made to the Board of Directors of the Community Development Corporation, established within HUD by Congress in 1970 to administer the New Communities program. The new board members are **William E. Simon**, Deputy Secretary, U.S. Department of the Treasury, and **Raymond L. Watson**, president of the Irvine Company of Newport Beach, Calif. As Secretary of HUD, **James T. Lynn** is Chairman of the five-member Board of Directors and **Alberto F. Trevino Jr.**, as General Manager, is chief executive officer of the Corporation and serves on the board. The board develops new communities policy and acts on recommendations of the General Manager for guarantee assistance to developers. Guarantees are made in amounts up to \$50 million for each new community to finance land assembly and some development costs.

Rudolph G. Penner, economic advisor, author, and educator, was appointed Deputy Assistant Secretary for Economic Affairs. Mr. Penner will serve in this newly created position within HUD's Office of Policy Development and Research. He has been a key consultant on the housing policy study since June of this year.

Lynnwood Clinic

The first mortgage insured by HUD's Seattle office under Title XI, which authorizes mortgage insurance for group medical practice facilities, has had a visible, important impact in Seattle's northern suburbs.

The structure, insured in the amount of \$2.3 million, is the new Lynnwood Clinic built by the Group Health Cooperative of Puget Sound. Both functional and attractive, the clinic is designed to provide the best possible care for patients, enhance the efficiency of the medical staff, and establish a somewhat unique out-patient service. It is capable of being expanded to service the 150-bed hospital that is envisioned nearby.

At present the Lynnwood Clinic serves a large area extending north from Seattle. About 6,500 patients, of a membership in that area of 25,000, visit the clinic each month. When the hospital addition is built, the clinic's automated records section, pharmacy, and laboratories are designed to serve it with a minimum

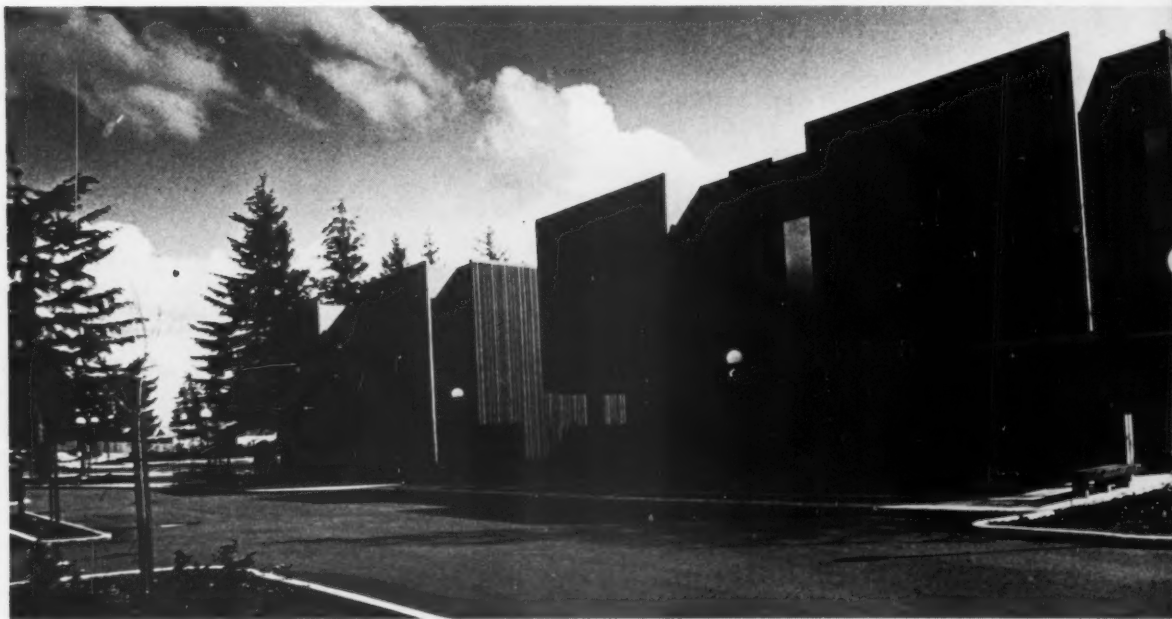
of readjustment. Exterior facilities, parking lots, and landscaped areas can easily be adjusted to suit the need.

Part of the "new look" comes from carefully planned abandonment of the practice, customary in years past, of grouping doctors according to specialty and expecting patients to move from one to another, frequently making long and confusing tours down hallways, shuttling from desk to desk and room to room. The two-story Lynnwood Clinic is designed around a modular system, each module consisting of waiting room, doctors' suites, and reception desk. The design enables each patient to see whatever doctors he must with a minimum of moving about. At present there are three such waiting room—doctors' suite modules. Two more will go into service when needed. As need grows, each waiting room—doctors' suite will accommodate six doctors of whatever specialties are in greatest demand. Each waiting room, in addition to having comfortable adult facilities, also has a chil-

dren's section with child-size furniture, a child-height play table and equipment for quiet games. Each module is done in its own color scheme. Once familiar with the arrangement, patients go directly to their own waiting room where they check in, and, in most cases, find their entire visit begins and ends within a few steps of the reception desk.

The modular system has so decentralized activity and accelerated traffic flow that each doctor can be fully booked without the clinic appearing to be busy. The impersonal, factory-like atmosphere, which can be disheartening and confusing to persons in need of medical aid, is noticeably absent.

The thousands of records that accumulate in an operation of this size are stored in revolving racks and are quickly retrievable. An automated, eight-station conveyor belt of German design, especially made for the Lynnwood Clinic, automatically carries the records and deposits them at the station designated by the





records clerk. No time is lost and no "legwork" is involved getting records from one point to another in the building. The pharmacy is in a central location near the front entrance making it practical for the patients to pick up their prescriptions on the way to the parking lot. Patients coming in for refills need go only a few steps inside the building.

Not only the patients benefit from the attractive and functional design. Each doctor has an office with a pleasant view of the wooded, landscaped surroundings. The structure blends into its surroundings so completely it is scarcely visible until one enters the grounds. Its visual impact on the attractive suburban neighborhood in which it is located is positive.

Not even the most devout proponent of a clean, pollution-free environment could take exception to the Lynnwood Clinic. Heating and cooling is the product of a highly advanced system of efficient, smokeless and fumeless heat pumps and forced air working in conjunction with

200-foot wells located at opposite corners of the property. In summer, excess heat is drawn from the building and disposed of—in effect stored—in one well. In cooler weather the latent heat in the underground water is reused and heats air which is circulated throughout the building. The cooled and unpolluted water is pumped back into the ground through the opposite well. The underground flow between the wells is all but non-existent.

Dr. Harold F. Newman, Director of the Group Health Cooperative of Puget Sound, said of the new clinic: "We have been very impressed with the way this facility is proving itself. It has been well accepted by both patients and staff. It is an efficient, pleasant place to do a very necessary job. Furthermore, the structure has been designed to meet the needs of the future. It is flexible, it can be rearranged internally with a minimum of disorganization, and should be an advanced facility of its type for many years to come." ©



TOP—The records section serves the entire clinic through an eight-station conveyor which is automated to deposit the needed folder wherever it is addressed by the records clerk.

FAR LEFT—The clinic exterior of pre-cast concrete slabs trucked to the site and bolted in place on pre-cast columns and beams is stained to blend with woodland setting.

NEAR LEFT—A children's corner of one of the waiting rooms.

Low Income Housing on the Inside

By Bill Hoffman

EDITORS' NOTE: The following article was excerpted with permission from the Boulder Colo., *Daily Camera*. We present it here as one example of successful housing programs.

Getting to know neighbors usually takes time. And now that several low- and moderate-income housing sites have been part of the Boulder community for nearly two years, (the focus of) the period of adjustment is shifting to growing interest and needs of the residents.

This is the way Boulder is maturing, getting to know its citizens who include families and elderly persons living in better housing at lower cost. The housing gives many a "breather" so they can begin to get ahead, get more education, job training, a better job, and perhaps move out of subsidized housing. Others, like the elderly on fixed incomes, expect to stay and can afford to relax.

Providing a roof for the families and elderly persons is obviously the first priority of any housing program. The next step is providing ways to meet and solve social needs of the residents.

Tenants Select Managers

Bob and Rita Segura were selected managers at the city's Baseline and Manhattan housing site by the residents. The city housing management firm, Burden and Burks Inc., of Boulder, arranged tenant interviews with several prospective managers.

"They really fired the questions," Bob Segura recalls; but "they must have been the right answers," he observes.

The site has 44 family apartments in several buildings, most of which

back onto an inner court. The Seguras point out that the residents cover a full range, including the elderly on social security and pensions and families on welfare.

Most people at the site take pride in the housing, Mrs. Segura says, and they make a point of asking for improvements, such as paint, or paving under the clothes lines to solve mud problems. Mrs. Segura says she's



pleased when people come to the door asking about renting in the complex, not knowing it's a city housing site.

Team Effort

Over at the St. John's Housing Corporation site, youngsters on the New York Knicks basketball team just won the championship at the YMCA. It's the first time on a winning team for a lot of the kids—the first time on any team for some, Larry Nickols, resident manager, says.



Recreation plans at the site call for an effort to convert an open area on the east side of the site into a baseball and football field. Plans also call for buying football and basketball equipment.

This will be the third summer for the housing complex, called San Juan del Centro. The dozen buildings, containing 150 apartments, surround two landscaped inner courts. There is a recreation center, two laundry buildings and an office. Footbridges cross a small drainage area.

Improvements underway include formation of the San Juan del Centro Education Committee designed to encourage communication between parents and the schools. And in response to a meeting with teachers and principals, the schools started a pilot program of providing a monitor on buses.



Photos by Charles Wendt

FAR LEFT— Larry Nickols, active in the newly formed Boulder Confederated Tenants Council and a member of the City Parks and Recreation Advisory Board, is the manager at the San Juan site.

NEAR LEFT—City resident managers Bob and Rita Segura, looking at the rent receipt book with their six-year-old daughter, Jennifer, were selected resident managers by residents at the city Baseline and Manhattan Drive site.

A three-bedroom apartment at San Juan was converted into a supervised arts and crafts center called "The School After School." It's a popular meeting place for children. The only boxing program in the city is run by Al Nunez at San Juan, Nickols mentioned, and said, "The kids love it."

Rents at most of the apartments are lower as a result of the FHA construction program or are supplemented. There are few elderly persons at the site. Most are families and mothers with children.

Nickols says San Juan is "a place where young families can get a start and find something better." Plans are progressing for a new park in the area to serve several apartment complexes.

Nickols commented that San Juan is the largest public or private project in the city. The manager's job is full-time, sometimes more than full-

time when the phone starts ringing at 8 a.m. and continues until 8 p.m.

Nickols is a representative of the Boulder Confederated Tenants Council. The tenants council is an organizing committee of city and private low- and moderate-income housing residents who are establishing groups representing housing sites containing over 850 units. The council hopes to provide a wide-range of social services, such as transportation, employment counseling, baby-sitting and coordinating health care services, crime prevention and recreation programs.

Not Typical Housing

Mary Ellen "Molly" Moreland, "almost 71 years old" isn't a member of the tenants council nor is she a manager, but she is active where she lives at the Boulder Interfaith Hous-

ing Corp. Mrs. Moreland has been pushing for installation of playground equipment at the site, which is leased by the city to the Archdiocese of Denver for a nominal fee for 40 years, after which it will revert to the City Housing Authority. The housing was built under an FHA program.

Mrs. Moreland, who moved into her one-bedroom apartment last August, said, "We've had more meetings here," adding, "I think we're really getting somewhere (toward the playground equipment)."

The variety of residents at the site is "pretty well balanced," she feels, noting there is a mix of blacks, students, Chicanos and four families on welfare. Mrs. Moreland works two days a week as an aide in the nursery at Community Hospital.

Rent for Mrs. Moreland's apartment is \$77 a month, based on her salary, she points out. She readily shows the apartment and landscaped grounds to visitors, stressing the fact that it does not fit the image of "low-income housing."

Private Development

The next housing site in the Daily Camera interviews is described as a small community, larger in population than Louisville east of Boulder, and having "virtually the same problems" as low income housing sites.

Yet, it is a private, non-subsidized housing development one mile north of Boulder's city limits. It has had the highest concentration of juvenile problems in the Boulder area.

The location is Boulder Valley Village Mobile Home Park which is nearing its capacity of 650 mobile homes. Resident manager Harley Mason, hired within recent months, observed that residents in mobile home parks never wanted to call the parks low- and moderate-income housing, "But, it's true."

Melba Shepard, director of the City Youth Services Bureau, said a survey of juvenile crimes in 1972 in the Boulder area found the highest concentration at the mobile home park. Rich Wildeau, assistant director and youth worker for the bureau, began to contact residents and set up community meetings.

As a result, parents interested in doing something about the lack of recreational facilities for youth at the park formed the Boulder Valley Village Youth Association.

Gunbarrel West Inc., the park owner and operator, has provided \$5,000 to the manager for social service program development. Already, management has re-opened and equipped the recreation room for which the resident youth association provides volunteer parent supervisors. The association has also hired a full-time swimming pool manager who will teach and direct lifeguards.

A tutoring program has been set up through the youth services bureau. And based on residents' suggestions, a security guard has been hired to patrol the park.

President of the Boulder Valley Village Youth Association is Bob Hanes, who has past experience working in youth clubs. His wife, Nancy, is the second treasurer. Mrs. Hanes said further progress and work in the youth association depends on interest and cooperation from parents. Hanes said their goal is to give the youngsters something to do.

"Would you believe the children want pot-luck dinners?" Mrs. Hanes

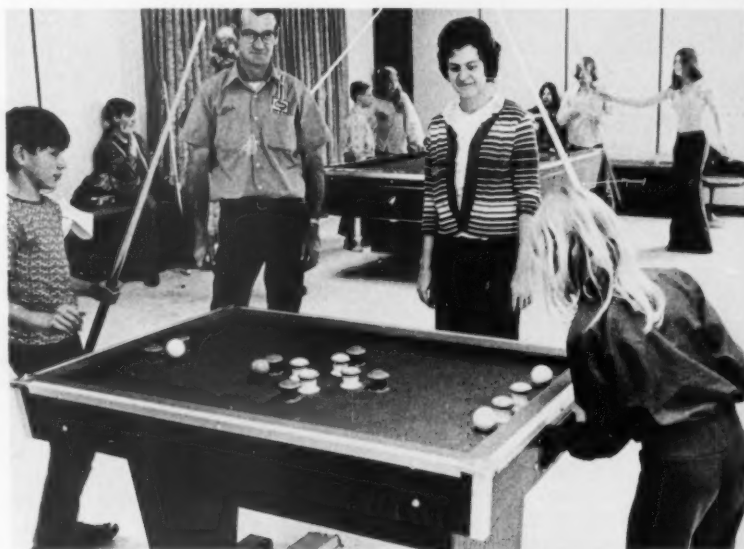
asked and explained that the youngsters have committees in the youth association. Some of the younger children want kite-flying contests. Other youngsters want tournaments in ping-pong, pool, tennis, and competition swimming. The youth association has campaigns to raise funds and the Gunbarrel West company contributed \$100 to start the youth association treasury.

Hanes said there has been "really tremendous response from the owners and managers." The youth association keeps growing and has nearly 100 youngsters. They each pay a 50 cents

income units in Boulder, various communities in the county, and in the county itself.

A policy statement adopted by the City Housing Authority in 1971 indicates the future direction of local resident programs in which "all residents have the opportunity to participate in total community life."

The private firm managing the city units has stated, "Our basic aim is to involve our tenants to the maximum extent possible in the management and maintenance of the sites. Ideally, this would mean that the tenants living at each site would control the



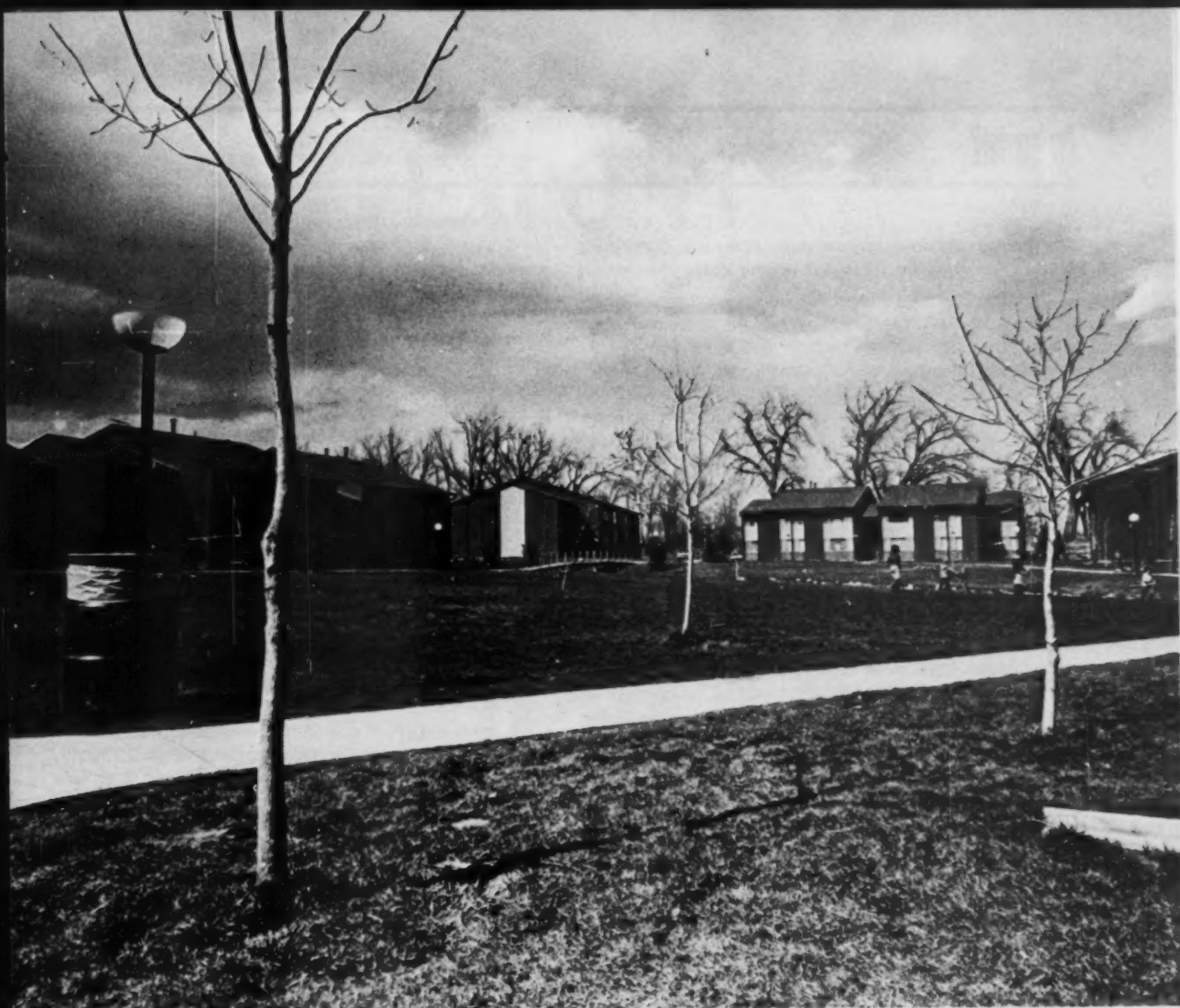
donation, but it is not required. "If kids are just handed something, they don't like it," Mrs. Hanes observed. The youths have clean-up committees at the recreation center.

Increased Visibility

The new visibility of low- and moderate-income residents is destined to grow as new housing and new social programs are added. New city and Federal housing programs are expected to fill the interim gap created by Federal cutbacks.

A housing plan adopted December 1972 by the five-county Denver Regional Council of Governments calls for additional low- and moderate-





management, maintenance, rules and regulations within very broad guidelines" set by the firm and the housing authority.

A housing authority goal, which the authority says should be the basis for any social services program, is to give "every encouragement and assistance in developing resident organizations." The housing authority last month agreed to ask City Council for \$20,350 to expand its tenant social services program for the remainder of 1973.

Boulder's growth may be slowed by such expenditures, but the opportunity remains to mature further by getting to know all its neighbors. ☺

FAR LEFT—At one site parents are forming the Boulder Valley Youth Association, assisted by the mobile home park owner and the City Youth Services Bureau. The leaders of the youth association, Bob and Nancy Hanes watch Robert Rangel and Lisa Chappell at play in the recreation center.

NEAR LEFT—Active Mary Ellen "Molly" Moreland has pushed for installation of playground equipment for children at the site of the Boulder Interfaith Housing Corporation project.

in print

The Resurrection of An American City, by Paul VanBuskirk. Schenkman Publishing Company, Cambridge, Mass. Distributed by General Learning Press, Morristown, N.J. 264pp. Appendices. \$6.95.

The Model Cities program prompted, among other things, a great deal of writing and reflection on the relative ability of citizens to plan for the renewal of their neighborhoods, and presumably, their lives. *The Resurrection of an American City* chronicles planning activities undertaken by residents of a designated "model neighborhood area" in a small upstate New York community.

Cohoes, N.Y., the American city of the book, is nestled between Albany and Troy, at the confluence of the Hudson and Mohawk Rivers. It is a city worn by time and changing economic function. It bears the marks of once prosperous industries that fled to warmer climates and lower labor costs. Most residents are now employed in the various industries of Troy, Albany and other surrounding communities, for none of the new and growing industries have come to replace the closed mills. The city's central area is old and deteriorating, as is much of its housing. Cohoes, in most ways, is a small copy of the older, deteriorating cities of the Northeast.

Reaching out for Federal help, Cohoes was among the first to apply when HUD, in 1967, made Model Cities planning grants available.

With initial grant funds, intensive planning was undertaken with extensive community participation. VanBuskirk, active in community affairs, was named director of the Model Cities Agency. The majority of his book is devoted to describing the planning activities he designed, and, with community residents, carried out in the planning year.

The process itself should be one of great interest to anyone involved in community organization and planning. In many ways, it is the epitome of the citizen participation process—broad-based citizen involvement at each level of the decision-making. Cohoes had many things going for it from the start; the model neighborhood area was small, the community was not divided into warring factions, and a good proportion of the residents joined the Model Cities staff in a series of intensive studies and analyses of the problems afflicting their neighborhood.

The result of the study and planning activities was an extremely comprehensive strategy designed to attack local problems from several angles. Residents, probably better than anyone else, understood the inter-relationship of the factors affecting their lives. The action plan submitted to HUD included housing, economic development, health, educational and vocational counseling and training, transportation, and recreation projects.

Unfortunately, it is with this first action plan that VanBuskirk stops; the reader is left with the hatful of ideas and programs developed by the citizen planning, and designed to be carried out over the five action years projected for each Model City. Perhaps it is beyond the scope of the author's intent to analyze where all this planning led to; it is also possible that the time lag between writing and publication allows us a view not intended. In any case, one cannot help but feel frustrated that the implementation phase, now in its third year, is not discussed in light of the planning and citizen involvement from which it resulted.

Nevertheless, the book provides an interesting perspective on the Model Cities program. Perhaps most notably, the book illustrates the role of size in much of what the Model Cities program was designed to achieve. The Cohoes Model Neighborhood Area contained 12,000 residents, nearly one half of the total population of the city. The basic size of the community, and thereby the community's problem, was infinitely more manageable than that, say, of Hough or Bedford-Stuyvesant. Furthermore, the size of the neighborhood, as a portion of the whole city, meant that activities undertaken for its improvement almost always had a spillover effect. Clearly, the term Model Cities was misnomer—at best the Feds were talking about improved neighborhoods. However, in Cohoes, improving one neighborhood could have had a substantial impact on the city as a whole. This reviewer's visit two years ago (to help evaluate the first action year and plan for the second) revealed that early program implementation activities had resulted in a new community social services center, improved accessibility to health care, some new housing units, and several significant physical developments.

What of the future? There is considerable confusion about how a community should go about coupling physical improvements that money can buy with economic regeneration and renewed vitality. The question of what to do, and how to do it is a very difficult one, for there is little evidence that new housing, other physical improvements, and a plethora of social programs will ultimately result in decent, safe and sanitary communities. Certainly VanBuskirk's book indicates the vast range of problems that can be attacked, but it leaves un-addressed the question of what the ultimate effect of a given combination can be.

—April Young
Assistant Professor of Urban Planning and Policy,
University of Illinois, Chicago Circle

Rebuilding an American City

Urban renewal used to be relatively easy. Fire leveled many a wooden frontier town overnight, and the hardy pioneers simply cleared away the ashes and rebuilt. Usually, the city that resulted was sturdier and promised more longevity than the wood-framed town that burned to the ground, and, of course, the new was the more modern.

Spokane, Wash., was one of those towns that took a fire bath, and the new city that grew out of the flames was, indeed, a more solidly built community. Brick and stone replaced the wood buildings that burned in 1889. By the early 1900's, the city had taken on the face it wears today.

Now, however, those brick and stone buildings are nearly three-quarters of a century old, and the city has grown out around them. They are ready for renovation, but the city is not ready to undergo the drastic method of urban renewal it experienced in 1889.

So, with a little over \$4 million from HUD, about \$7 million from State and local coffers, plus imagination and commitment from the private sector, the people of Spokane are starting once again to rebuild their city. They are parlaying that \$11 million of public monies into a reconstruction boom that could approach a \$300 million investment over a three year period.

World's Fair Provides Impetus

The impetus for such far-reaching renewal is one which might not prove practical for every city in need of help. In Spokane, it's Expo '74, the 1974 World's Fair. What the Spokane experience does show is that the right combination of public and private commitment can transform a proportionately small public investment into a major renovation of an American city.

Expo '74 is the only international exposition of the Bicentennial era, and as such is a recognized American Revolution Bicentennial Commission project. HUD participation and funds in Expo '74 represent both the commitment to renewal of American

EXPO '74

cities and another departmental contribution to the Bicentennial celebration.

The World's Fair is being built in downtown Spokane, along the banks of the Spokane River. The location is important to the renewal efforts—past World's Fairs have usually been held in outlying areas, where land acquisition is easier and



cheaper. Consequently, the effect on redevelopment of the core area has been lessened, simply because the World's Fair means less to core-area property owners and businesses.

The Fairgrounds occupies about 100 acres of downtown Spokane, with the Spokane River cutting through the middle. Two islands provide the central portion of the Fairgrounds and are surrounded by a spectacular display of rapids and waterfalls. Now out of the demolition phase and into construction and the earth-moving work of landscaping, the area will be used by Expo '74 for a six-month World's Fair. Then the land will be cleared once again and the final touches added to the landscaping, and Spokane will have one of America's most sparkling urban parks in the center of its downtown business district.

Cost of developing that 100-acre site is estimated at \$76.6 million,

including acquisition, demolition and construction, operating costs of the World's Fair, and participant expenditures. Of that amount, \$4.236 million is HUD monies, provided mostly through open-space provisions, \$1.65 million from State of Washington open-space funds, and \$5.7 million from the City of Spokane. Financing the Fair itself is through private investment of some \$5.8 million, and participant expenditures are estimated to be about \$40.4 million. Included in the last amount is \$11.5 million from the Federal Government, and \$11.9 million from the State of Washington, the only two participants to build permanent pavilions.

For that \$76.6 million, the people of Spokane get a deteriorated section of their city renovated, they get a modern park and civic center and they get the excitement of hosting a World's Fair for six months.

But, outside the Fairgrounds, another phenomenon is occurring.

Private Construction

Apparently convinced that a former World's Fair host city is a good place to do business, the private sector is investing another \$200 million for new buildings and renovation of old. So pervasive is the vision of a new era that the downtown property owners assessed themselves \$2 million to beautify the downtown streets with new street furniture, lighting, surfacing and trees planted along all sidewalks in the core area.

One of the new projects is a 20-story apartment tower, called, appropriately, Expo Tower, and financed through an FHA-insured loan. The tower will provide low- to moderate-income, central-city residents with modern housing, replacing many of the marginal tenements that are being torn down because of the surge in development. The high-rise will be just across the street from the World's Fair and subsequent park, and it faces Trent Avenue, until now the "Skid Road" of Spokane.

In all, Spokane will have experienced a construction boom valued at \$200 million to \$300 million in just

three years by the time the World's Fair opens. For a metropolitan community of about 300,000, that is a considerable investment, and it is unequaled in any other single period of the city's growth.

Of course, the words "World's Fair" are not magic words that cause people to suddenly envision a new city, and they did not open a magic well from which money pours end-



lessly. But they did provide the catalyst that made previous ideas and dreams possible.

Plans in 1910

The first mention of a central city plan, which would include public ownership of the riverfront and a park on the islands and along the waterfalls, was first made in 1910. At that time, however, the commercialization boom in the central area was in its height, and the land was out of reach of public ownership. Through it surfaced periodically in following years, the idea was never feasible.

The most recent surfacing was in 1965—still before the World's Fair, but at a time when people all over the country were beginning to experience the call to nature and the need to preserve or restore natural areas. The City Plan Commission released a study which included the idea of a riverfront park. The plan called for a long-range effort to acquire the park piece by piece and to influence the development of nearby areas through zoning decisions and friendly pressures on land owners and developers.



Then the idea for a World's Fair developed. Why not invite the major nations of the world, leading corporations and representatives of industry, as well as environmentally concerned groups, to Spokane to participate in a six-month exposition theme "Celebrating Tomorrow's Fresh, New Environment." A formal study of the idea by Economic Research Associates indicated 4.8 million people would enter the Fairgrounds, bringing with them (along with the related construction and development) an estimated economic impact of \$125 million to the area. The Fair could be held on the riverfront and islands, and it could make that long-thought-of riverfront park more than a dream.

Key to Project

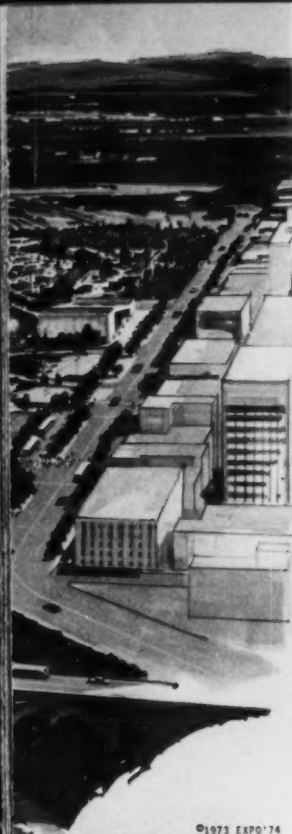
One of the keys to the plan rested in land owned by the three major railroads in Spokane—Burlington Northern, Union Pacific and The Milwaukee Road. The land was right in the middle of the proposed World's Fair site, and the railroads were still using the land for their operations. But the idea of a World's

Fair was a miracle worker. Of course, it was helped by the railroads' desire to update their operations, and it provided them the excuse to move out of old, outdated facilities, so the three railroads donated about 20 acres to the city, and the World's Fair rushed ahead.

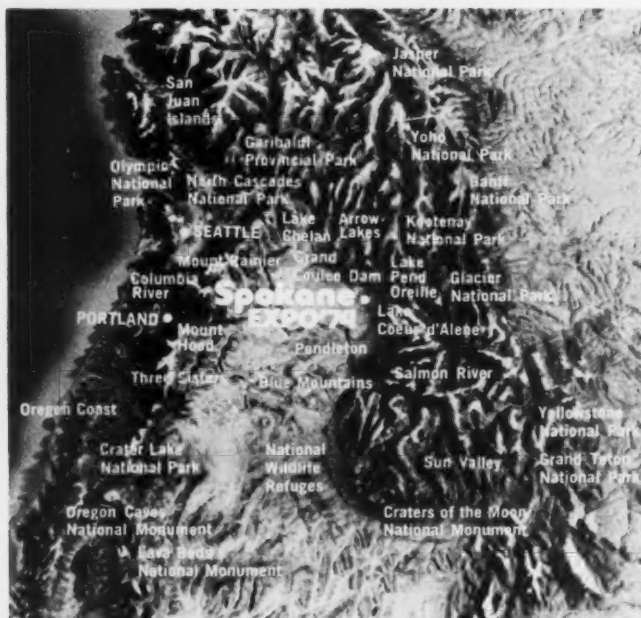
That provided the precedent for excitement and faith in Spokane's future. Construction and expansion plans that had been laying on shelves awaiting more opportune times were pulled down and updated. New businesses began looking Spokane's way and new plans were developed by some who might not have considered expanding.

"Expo and the park together have had a domino effect in redevelopment of the city," declared William F. Fearn, director of the Spokane Park Department. "Expo has allowed us to complete this section of the plan in about three years instead of 30."

HUD's assistance was requested and received to allow acquisition of the remaining land needed for the park, and the City committed itself



©1973 EXPO '74



FAR LEFT—One of the unique features of Expo '74 is its close proximity to the downtown business district. **CENTER**—Expo '74 World's Fair will open in May 1974, with the theme, "Celebrating Tomorrow's Fresh, New Environment." Features of the World's Fair will include two aerial tramways, a theme amusement park, an outdoor International Amphitheatre on the upper tip of the large island, a 2,700-seat opera house, and a major pavilion to be built by the Federal Government.

NEAR LEFT—Spokane lies at the center of some of the most spectacular natural attractions on the North American continent, which call attention to Expo '74's theme, "Celebrating Tomorrow's Fresh, New Environment."

BELOW—When completed in March 1974, the Washington State Pavilion for the 1974 World's Fair will be a combined Opera House and exhibit hall.



to development of the land. The City is clearing the land and building the basic park area, then the World's Fair will develop the area for the six-month Expo '74. Pavilions and concession structures are being erected for the Fair, then the land will be cleared once again and the park finally opened the following year.

Two buildings will remain—the U.S. Pavilion, which will be used as a

Federal facility, and the Washington State Pavilion, which will serve both park and community purposes. The Opera House will remain as a civic center, while the exhibits portion of the large, concrete structure will serve as a convention center. An outdoor amphitheater on the east end of one of the islands is another permanent development.

HUD's willingness to become a

part of the project was not so much because of the excitement of a World's Fair, nor because of their desire to help Spokane build a city park. Rather, they were intrigued by the vast effect the project would have on Spokane at a minimal HUD investment.

HUD is also contributing to the story told at the Federal pavilion. Several agencies involved with environmental research or regulation are contributing their part to the theme of, "Man and Nature—One and Indivisible;" HUD's concern will be the built and urban environment.

Spokane's experience, though perhaps not a step-by-step model for other cities, does show that a little imagination and a commitment on the part at the private sector can work the miracles frequently demanded of the Federal Government. The proper blend of public and private concern can transform a minimal public investment into a maximum public return.

*Jerry Ford
Expo '74, Spokane*

"New Kind of City"

By Dr. Charles Kimball

There is much talk of the Nation's need for 100 new cities to accommodate the increased population by the end of this century. If the money were available and there were people to run them, the building of brand-new cities could be the ideal solution.

Still, there are arguments, convincing to me at least, against the idea of scores of new cities rising unnaturally on the virgin landscape and lacking the cultural traditions of present communities. Given the money and manpower, you could build new living and working accommodations and provide them with streets, sanitation and school buildings in a few years.

However, it is more sensible, less costly, less damaging to the countryside and more rewarding in human values to plan now for the additional people to locate in present cities of manageable size. There are 75 metropolitan areas in the United States with populations under 1.5 million that appear to have the tradition and physical plant to absorb in an orderly fashion the expected increase in people.

Established Bases For Expansion

These cities each have, in varying degrees, established bases for the expansion of cultural, educational, medical and living facilities demanded by the growing force of better educated service employees who have more interests in more things and more time to devote to them. Many cities still have options open which, properly exercised, can assure that they will be both livable and governable in the year 2000.

Unfortunately, few of these cities appear to be thinking about 1999 and exploring their options in this context. Too many are emphasizing growth as though that were an end in itself. For with growth comes the need for new schools, new hospitals, new sewers, new transportation facilities,

new recreation facilities, a larger theatre, a larger stadium, a larger police force, a larger everything. Most of these call for more taxes, and the city's citizens suddenly find themselves yearning for the good old days when they could not only afford the time and the bus fare to go to the city library, but they could find the book they wanted.

Kansas City Experiences

It doesn't have to be like this; the Kansas City area is proving otherwise.

Most cities continue to lose ground to the shifts in population and lifestyle demands, even while spending millions for new facilities. Kansas City, through a unique coalition of business leaders and city and county governments, is emerging as the "new kind of city."

On the surface, the Kansas City metropolitan area might seem like a highly unlikely location for such a city to emerge. The 2,768 square-mile metro area encompasses two cities, six counties and 30 other governmental bodies in two states. In fact, some observers compare Kansas City to the bumble bee: it shouldn't fly—but it does!

And it does because of a bipartisan leadership that has not allowed itself to be buried in a morass of bureaucratic red tape, in-fighting or jealousies.

The Prime Time program, as it is known in Kansas City, is spearheaded by men such as Donald Hall, president of Hallmark Cards, Inc.; Ilus W. Davis, two-time former mayor; Miller Nichols, president of the J.C. Nichols Company; Dutton Brookfield, president of Unitog Inc. and the Chamber of Commerce of Greater Kansas City; Kansas City, Mo., Mayor Charles Wheeler; City Manager John Taylor, and me.

Kansas City stands out as an example for others because of a combination of luck, foresight, leadership, a heritage of respect for the proper use of land and—above all—an almost jealous guarding of the cultural and economic factors that enable its citizens to live the way they want to live.

Kansas City is committed to plan-

ned orderly growth that will not destroy the quality of life it was meant to produce. Unlike older cities, Kansas City has room to grow without crowding upward to choke off the blue sky and clean air its citizens have come to expect. It has the resources to meet the growing social needs of its population and was one of the first cities in the Nation to put revenue sharing funds to work for its people.

While most cities, for example, are faced with huge budget deficits, Kansas City is solvent. It has the



most modern and fair tax structure of any city of comparable size in the United States. Real estate taxes account for less than 22 percent of Kansas City's revenues, third behind an earnings tax and franchise utility tax. (New York depends on property taxes for nearly 60 percent of its revenue.)

Kansas City's property tax levy of 15 mills has not changed in 40 years, and real property assessments have increased just \$33 million in that time. The property tax does not respond to inflation and is regressive in

that it takes a greater proportion of money from those least able to pay. The earnings and use taxes are the fairest because the taxpayer has to earn money in order to be taxed.

Public projects such as new stadiums, a convention center and a new international airport are almost entirely financed by revenue bonds which will retire the debt at no cost to present or future Kansas City citizens if the projects are financially successful.

Its excellent police force, under the direction of now FBI Director

Clarence Kelley, has produced a 24 percent decrease in serious crime in the past four years.

Kansas City's vast and beautiful parks and other leisure-time facilities are among the best in the Nation, and are a part of the heritage that all Kansas Citians are determined to not only preserve, but to enhance.

Ecumenical Spirit in Government

The ecumenical spirit that is so evident among the multiplicity of governments within the Kansas City area has helped establish some new and unusual forms of government while maintaining the sovereignty of conventional political divisions. They are effective in dealing, sometimes by law and sometimes by protective covenant, with the problems of the entire area's orderly growth. The land surrounding the new Kansas City International Airport, for example, is zoned for 100 miles in accordance with a master plan.

Kansas City is in the midst of a \$3.4 billion business renaissance, all of which is under way and most of which will be completed in the next 18 months.

This construction, which is introducing more progressive changes than have ever taken place in a similar metropolitan area over a similar period of time, represents a per capita investment of more than \$2,600, the largest per person investment in growth of any city in America.

People-Oriented Projects

More important than the steel and concrete is what this construction will provide: projects that serve

people directly, facilities that meet the demands of the newly dominant service employee. These facilities are schools, junior colleges, university medical centers, hospitals, a convention center, the sports complex, the international airport, hotels, inner-city residential communities, widely acclaimed "model" juvenile justice facilities, a Disneyland-type theme park, streets, highways and innovative retail centers.

More than 75 percent of the construction expenditures come from private sources, and, as pointed out earlier, much of the public funds are from revenue bonds that will be paid back as the facilities are used without increasing the tax obligations of the Kansas City residents.

It is the kind of activity that will allow the area to take its share of the responsibility for accommodating the expanding population and its needs in the years to come, and makes Kansas City an important case study for other urban centers facing the increased demands of added population.



ABOVE—The Kansas City skyline has taken on new dimensions since the completion of phase one of Crown Center (foreground). While \$200 million is being spent on Hallmark's city-within-a-city, nearly \$150 million is being invested in downtown building projects.

RIGHT—Circular terminal buildings with a parking area in the center of each are shown in this aerial photograph of the new \$250-million Kansas City International airport. The airport design introduces the "gate arrival" concept which reduces the average distance from car to plane to 300 feet.



Dr. Kimball is president of Midwest Research Institute, a nonprofit organization founded in 1945, specializing in physical, life and social sciences for industry and government. He holds masters and doctorate degrees in communications engineering from Harvard. He is also a director of Hallmark Cards, Inc., and Trans World Airlines.

KCDC... A Better Name to Build a Better City

The Board of Commissioners of the Knoxville Housing Authority recently changed the organization's name to Knoxville's Community Development Corporation (KCDC). Executive Director Rodney Lawler said the change "will not affect in any way the operation and management of existing housing and redevelopment programs of the agency but will present a better picture of what we are doing."

New Responsibilities

The Housing Authority label was given to all local agencies in the early 1930's. When such programs began their only purpose was the construction and management of public housing facilities. In 1949, urban renewal legislation added additional responsibilities without altering the name of the agencies. Incorporated in 1936, the Knoxville Housing Authority has broadened its base of operations over the years to include a wide range of social service and human resource programs.

In addition to urban renewal and public housing projects, it is today also responsible for the Neighborhood Development Program involving a Federal grant to relocate merchants in a segment of the new downtown

central city redevelopment program.

It has also acquired open space funding for parks and recreational areas, State Department of Conservation, Bureau of Outdoor Recreation funding for other parks, and Tennessee Commission on Aging funding for its senior citizen programs. It is also actively participating in the New Careers Program sponsored by the local Community Action Committee to provide on-the-job training and education for previously unemployed persons; and Project Mainstream, a CAC training program for adults considered unemployable. The change of name to Knoxville's Community Development Corporation reflects its wider responsibilities.

New Relationships

In the area of human resources, KCDC has developed a relationship with the State Department of Public Welfare through which it has used Department of Health, Education and Welfare Title IV-A funds to provide public housing residents the following services: 1. Basic social service and outreach work. 2. Expanded recreation and community involvement programs through a subcontract with the city to operate the recreational centers in public housing developments. 3. Child care services—primarily for working mothers who are the head of the household—through a subcontract with the city school system. 4. Medical services through a subcontract with the Knox County Health Department. 5. Infant care for children up to age three through a subcontract with University of Tennessee Hospital. Emphasis here is on training paraprofessionals to



perform day care duties in the homes rather than institutionalizing the infant.

Although the name change for the Authority is not a result of the new Federal guidelines, which apparently will vest local governments with much of the responsibility for social service and human resources programs, it is consistent with the intent of revenue sharing and KCDC's changed relationship with the Federal Government. It will be dealing more directly with the city and the city will be able to set priorities for programs it considers important.

Indications are that the proposed community development legislation, including general and special revenue sharing, will present a different approach in funding from the previous system of funneling funds through HUD, to the housing authority, to the city, and back to the housing authority to administer the program. It will now be the city's decision who will administer the program and what programs will be carried out within



The Human Resources division of KCDC has expanded recreation and community involvement programs for the residents of low-income housing developments through a subcontract with the city to operate recreational centers in public housing.



Knoxville News-Sentinel

the city. The change in procedure will offer the city a greater opportunity to determine its priorities. Basically the corporation's legal relationship with the city government will not be altered. City Council has always had to approve major plans concerning KHA's public housing projects.

New Name

Nationally, housing authorities have suffered a less than positive reputation in considering the human needs in many housing and redevelopment efforts. The word *authority* does not properly project the approach this agency has pursued in its programs. Every poor, underprivileged, and minority group person in this and other cities has a real problem in relating to this or any other public authority.

In explaining the reason that Knoxville's Community Development Corporation was proposed as a new title for KHA, Mr. Lawler said the word *Knoxville* was made possessive

"to indicate this public agency belonged to the people of Knoxville. Its total efforts will be carried out on behalf of the city's government as policies are determined by the Mayor and City Council. Furthermore, the term *community development* more accurately describes the agency's activities and concerns. Even though housing and renewal have been primary programs, these programs are now considered the vehicles through which a stronger and better community can result. Shelter and new public improvements are only the more tangible parts of a total program of building and strengthening the various parts of Knoxville directly affected by the agency."

The word *corporation* was selected because the public agency is a public corporation. "We strive for economy and efficiency in our operations just as private corporations do," Mr. Lawler stated. "As a public agency, our corporate goal is comprehensive improvement of this community through the programs administered."

New Logo

Along with its new name, Knoxville's Community Development Corporation has a new logo to be used on letterheads and other identifying documents, signs, etc. The circle in the new logo indicates concern for comprehensive community development. The figure in the center of the circle can be seen either as a house or an arrow pointing upward. The agency will continue its original concern for the housing needs of low-income Knoxville residents. The arrow is pointing upward to denote the concern for progress of the entire community and also in aiding the individual served by the agency to experience upward mobility in achieving a better quality life. The initials KCDC are firmly tied together in the center to indicate a strong, united agency effort to accomplish the community's goals in building a better Knoxville.

Sam D. Sharpe
Knoxville Community Development
Corporation

"Land use control is perhaps the most pressing environmental issue before the nation. How we use our land is fundamental to all other environmental concerns. There is encouraging evidence that the American people have reached a new perception and appreciation for this challenge. In our past, we wrestled a nation out of wilderness. We cleared and developed the land. If we despoiled it, there was always fresh land over the horizon, or so it seemed. But now we know that there must be limits to our use of the land, not only limits imposed by nature on what the land can support, but also limits set by the human spirit—for we need beauty and order and diversity in our surroundings."

—President Richard Nixon, *Message to Congress transmitting report on environmental quality*
September 17, 1973

"Our study of the road the Federal Government has been following in housing over the past 40 years, the position in which we now find ourselves, and the way we should be pointing toward the future, disclosed a great host of economical woes and social inequities growing out of a hodge-podge of assisted housing programs. One of the starkest inequities was that those who needed help have mostly been denied the freedom and dignity of making their own choice as to where they want to live."

"Under the new series of recommendations, lower income families and individuals will have the freedom of choice, and with it greatly expanded mobility such as the rest of use have always taken for granted."

—James T. Lynn
HUD Secretary

"The growth issue could be the emerging issue for the rest of this century, an issue that controls the development of energy production, environmental protection and land use regulation, to mention but three vital areas. . . ."

—Floyd H. Hyde, *HUD Under Secretary*
September 25, 1973

"In his article 'Defensible Space' (HUD Challenge, September 1973) Oscar Newman offers many interesting suggestions for architectural treatments to deal with crime and vandalism in low- and moderate-income housing. And, I believe his article, far more than did his book of the same title, recognizes the social problems that give rise to these conditions. Nevertheless, I take issue with a basic

implication of Mr. Newman's book and article: that viable high-rise housing for low- and moderate-income families is virtually impossible.

"Facts cited by Mr. Newman in support of his thesis create doubt as to its validity. A chart on page 26 of the book is intended to show that the felony rate per 1,000 population is less in low-rise public housing than in high-rises. Yet the same chart shows that six of the ten projects in the two- and three-story category are in police precincts with below median crime indices, whereas only five of the 36 projects in the 16 to 30-story category are in below median crime index precincts.

"This set of circumstances takes significance from Mr. Newman's statement in his book that 'Housing projects located in precincts with high crime rates have been found, statistically, to suffer higher crime.' To the extent that location is a determinant of the volume of crime in public housing, it obviously detracts from the validity of the height/crime correlation.

"In his book, Mr. Newman makes much of comparative crime statistics in two adjacent public housing projects in Brooklyn: the Van Dyke, with 14 stories and Brownsville, with three to six stories. He reports that the low rise suffered 790 crime incidents in 1968 versus 1,189 for the high rise. But Mr. Newman fails to point out that Tilden Houses, a nearby 16-story project had a lower crime rate than Brownsville Houses in 1968. Contradictions of this nature further impugn the crime/height theory.

"It is more probable that crime might be traced to Mr. Newman's statement in the magazine article that, 'Not surprisingly, we have found that, as single variables, the social factors are clearly the strongest predictors of crime rates.'

"Mr. Newman's frequent allusions to high-rises often are accompanied by modifying words, to wit: 'high-rise, double-loaded corridor buildings.' It may readily be conceded that improved architectural design will help contain crime in high-rise or any other type of construction. But that is a far cry from damning all high-rise construction. The other side of the coin is that we have had all too much experience with abandonment in low-rise neighborhoods, including public housing.

"In short, I fear that we shall make a serious error if we assume high-rise family housing for low- and moderate-income families cannot be viable, or if we assume that any of the social problems of low- and moderate-housing will be solved simply by building garden apartments."

—S. William Green, *HUD Regional Administrator, Region II, commenting that "Defensible Space is Not A Cure-All"*

"REHAB 1000"

There was literally dancing in the streets of the South Bronx in May as residents of the Mott Haven area celebrated a significant victory in the continuing struggle against urban blight.

The occasion was local acknowledgement of completion of the privately owned 1,000-unit Jose De Diego/Beekman Houses—the largest apartment complex rehabilitated with Federal aid. Its completion testifies to cooperation between community groups, private organizations and governmental agencies.

Four years ago the neighborhood was on the verge of becoming a vast slum. Housing in the area consisted mostly of five- and six-story walkups built in the 1920's when New York City was experiencing its greatest housing boom. These old structures were basically sound, but rapidly deteriorating. Property owners in this formerly middle-class neighborhood were defaulting on their mortgages. As costs to landlords rose, basic services to tenants decreased, vandalism increased, buildings were abandoned, and many experts felt the community couldn't be saved.

Assistance and Cooperation

But the community was saved by a coalition of organizations comprised of the Washington Savings and Loan Association, which had substantial mortgage investments in the community and wanted to prevent its further deterioration; the Beekman Com-



Woodward Kingman, the Commissioner of the Government National Mortgage Association, who at the time was also Acting Assistant Secretary for Housing Production Mortgage Credit-FHA Commissioner, and H.R. Crawford, HUD Assistant Secretary for Housing Management wait to address the crowd which has gathered for the dedication of the Jose De Diego/Beekman Houses.

munity Center, a neighborhood self-help group anxious to solve the area's housing problems; the Mott Haven Plan Committee, which is a HUD-funded Bronx Model Cities organization; and Continental Wingate Company, Inc., a specialist in development and operation of large-scale rehabilitation programs. New York City granted full tax exemption for a period of 20 years, and Federal subsidies reduced the mortgage interest to as low as one percent per year so that rents could be lowered. Equity investment produces tax shelters for high-income investors, which is the primary source of profit to the development team.

Early in 1969, Continental Wingate invited Graphic Construction Corporation, a highly skilled and experienced builder in the rehabilitation field, to join the team. The New York City Building and Construction Board of Urban Affairs, a joint labor-management organization representing both construction trade

unions and building and contractors associations, agreed to give full support for this "all union" job. In accordance with community wishes a high percentage (63 percent) of minority workers was employed in all phases of the work.

The Jose De Diego/Beekman Houses are part of the Project Rehab program sponsored by HUD in 30 cities, under which available Federal housing assistance could be utilized to achieve the rehabilitation of blighted areas. Mortgages for the buildings are insured by HUD for 90 percent of the project's costs. This development is currently made up of 32 renovated structures containing 1,000 apartments housing approximately 4,500 tenants; it has used \$25 million of federally-insured and subsidized mortgage loans and another \$5 million in equity investments to date.

The units have been rented with a wider range of tenant incomes than is generally found in similar projects. Because of Federal and city assist-

ance, rents have been limited to a maximum of \$34 a room; however, many tenants pay less than this. Tenants include families whose incomes are low enough to qualify for public housing or who are eligible for Federal rent-assistance programs.

Tenant Involvement

"The Jose De Diego/Beekman Housing project is unusually successful because it stresses tenant involvement and tenant participation from the very start," explains A. Carleton Dukess, Executive Vice President of Continental Wingate Co. Ten months prior to initial occupancy the company started on-site preparations with the community. A Tenant Selection Committee was formed by the community, learned the laws and requirements for tenant eligibility, and devised a series of selection guidelines. "From the very first," says Mr. Dukess, "all applications for housing were submitted to the Committee, so existing tenants actually selected future tenants."

At these initial meetings tenants said they wanted a tenant council organized in each building and overall operation of the development in the hands of a coordinating council made up of the tenant councils. At these meetings, tenant and management responsibilities, grievance procedures, and methods of calling the office were defined, and discussions were held concerning physical layout and many other problem situations were resolved. Tenants requested and got preference in obtaining both building service jobs and positions in management, as well as receiving training for these positions.

The community subsequently established a Tenant Orientation Committee, which launched an extensive training program to train prospective residents in crime prevention and safety procedures with the assistance of various city agencies. The orientation program consists of five sessions including homemaking, code enforcement, rents, tenant patrol, and fire prevention. Such things as what kind of cleaning agents to use; who

to call in emergencies and how the trash chute works are discussed.

Federal lawyers explained tenants rights and obligations under the leases to be signed, and the City Housing Development Agency supplied training courses designed to educate the group about problems in real estate operation.

Physical Improvements

Rehabilitation effected a great many improvements. Basement areas and rear entrances were closed off and filled in to improve building security and increase the width of sidewalks. For fire safety, three-hour

resistant fireproof hallways and corridors were constructed. Exterior lights five feet apart on all buildings increased street lighting. A buzzer-lock system connects each apartment with the entrance for greater security.

Living rooms are located to take maximum advantage of sunlight and fresh air and a new aluminum frame window was designed to let in more light and air than the old wooden ones. Oak flooring is in all living rooms and bedrooms. The average number of bedrooms for the complex is 2.3. Plenty of closet and storage space is available.

New plumbing and electrical sys-



tems were introduced; elevators and trash systems installed; and exteriors and interiors brightened with bold murals. To increase security and reduce building and maintenance costs, groups of structures often were linked together by converting interior courtyards into common entrances. The net result of all these efforts is an attractive new residential environment that has given a decaying neighborhood in the South Bronx a new lease on life.

"The Jose De Deigo/Beekman Housing project is an outstanding success in the new field of learning how to deal with urban decay," as-

serts A. Carleton Dukess. "The buildings are well kept, the halls are clean, services are properly and promptly handled. In fact, rent collection is greater than originally projected, and maintenance costs lower than anticipated. Operating expenses at the development are running approximately 25 percent less than average citywide operating expenses for similar housing—one good indication that our tenants are both concerned and cooperative."

Continental Wingate is presently planning the rehabilitation of another eight buildings in the Mott Haven area of South Bronx, New York. ©

1. & 2. A public hallway during rehabilitation and after it has been completely refurbished. Included at the end of the finished hallway is the symbol for the rehabilitated development.
3. Dining room of the rehabilitated apartments gives the resident a chance to decorate according to personal taste.
4. A resident of the development works in the modernized kitchen of her rehabilitated apartment.
5. & 6. Building exterior at 324 Powers Avenue, Bronx, during and after rehabilitation shows revised entry and the project symbol on the corner.



3.



5.



6.

Historic New Community: Salt Lake City, Utah



Fifty years after L'Enfant's time, and 2,000 miles to the west, one man came close to achieving the mark as a new town planner—in the contemporary sense. In 1847, Brigham Young, a pioneer and early leader of the Mormon Church, led his group from the middle west to the Great Salt Lake Basin, in what is now the State of Utah. With the mountains to the east and desert to the west, it was an unlikely place to establish a major settlement.

The City Begins

The advance elements of Brigham Young's party entered the Great Salt Lake Basin on July 22, 1847. Crops were started and the first plans for a city were made. On July 28, Young called the Church Council to accompany him to a point between the forks of a creek near the base of a mountain, which he proposed as the place for a temple. A vote was taken and carried that the Temple lot contain 40 acres, that the city be laid out in 10-acre squares, each divided into eight lots, 165 feet by 330 feet and that streets be 132 feet wide.

Houses would be built one to a lot in the middle, as a precaution against fire, and 20 feet back from the line, to leave ample space to plant flower gardens. Four squares were reserved for public purposes.

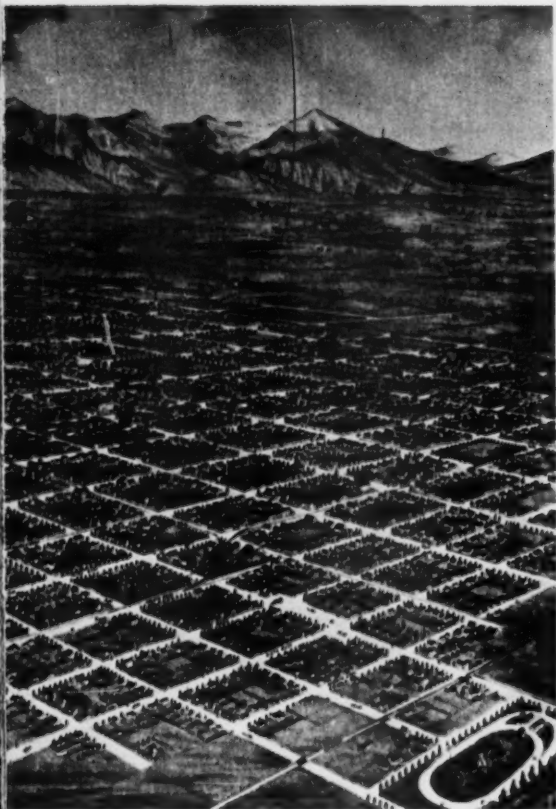
The decision to lay out a city having been made, the Council was sustained by vote of the camp to act as a

supervising committee. Only one modification was made in the original plans. The Temple square was reduced to 10 acres (4 hectares) to be uniform with the other blocks. The survey, comprising 114 blocks, was completed on August 20. The apportionment of lands at this time, and for the next 20 years, was based upon squatters rights alone. When the pioneers entered the Salt Lake Basin the area was still nominally a part of Mexico. But a state of war existed between Mexico and the United States and on February 2, 1848, the region became a part of the United States. The lands were not legally opened for settlement until many years later. Anticipating the same leniency in the enforcement of the land laws that had characterized earlier settlement on the public domain, the Mormons devised a system of their own to govern the distribution of land and to secure title in the individual.

Taming the Land

Farming and home construction moved ahead simultaneously at a vigorous pace. Food and shelter were needed against the winter to come. The Council of Twelve guided the settlers in most matters with good advice:

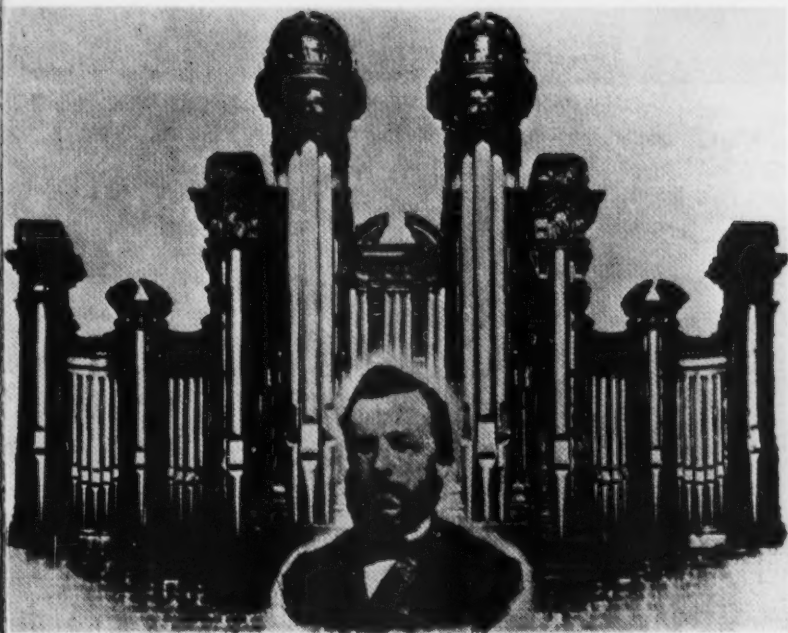
Should irrigation be found necessary, the City Creek will yield an abundance of water for that purpose, and it is wisdom that you should provide for any such contingency. We would therefore recommend



LEFT—When the Salt Lake Basin was settled in 1847, it was a desert wilderness; 28 years later it had wide streets, large city blocks with orchards, and typified the planned use of open space.

BELOW—Leader of the Mormon Church and planner of Salt Lake City, Utah, was Brigham Young. Photo was taken of a daguerreotype of 1850.

BOTTOM—Joseph H. Ridges, an experienced organ builder, built the organ while the Tabernacle was under construction. It is rated one of the greatest organs in the world.



that you prepare pools, vats, tubs, reservoirs, and ditches at the highest points of land in your field or fields that may be filled during the night and be drawn off to any point you may find necessary, through a tight and permanent gate prepared for that purpose when it shall become sufficiently warm, so as not to check vegetation.

The advice included some ideas well ahead of their time:

It is very important that the water of the City Creek should be preserved pure as possible and that no mills be placed thereon and the appropriation of all water privileges will be by the Council.

A propitious winter was followed by an ominous spring. Trouble began with the cold and storms in March. Toward the end of the month a foot of snow fell, and when it thawed the water ran through the flat-roofed houses, drenching clothes and bedding. The cold retarded the growth of grains and some settlers feared crop failure.

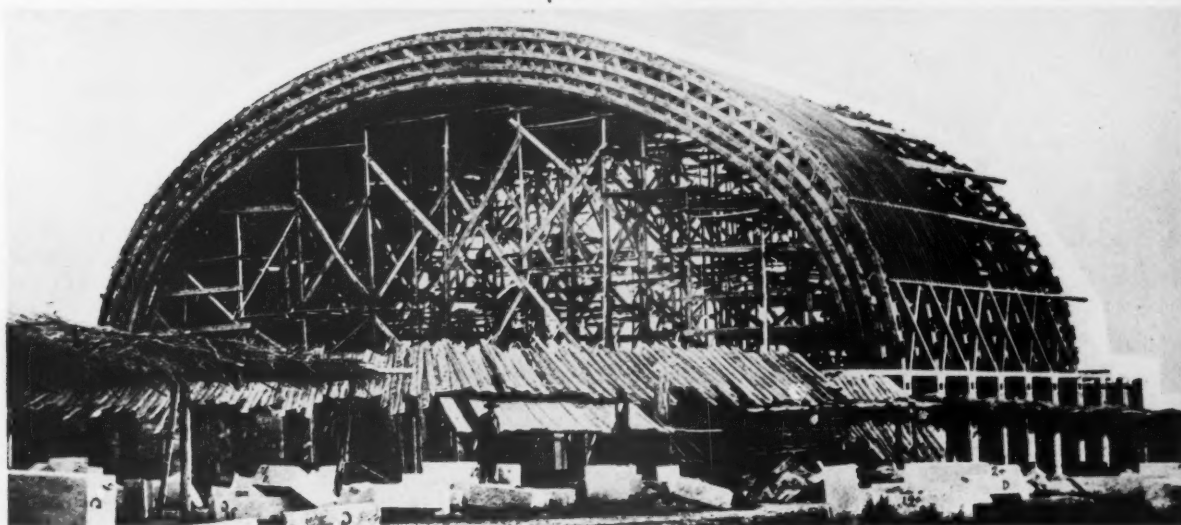
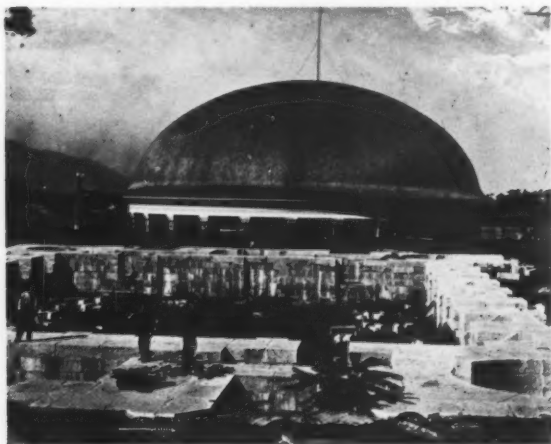
A plague of locusts attacked the crops in June 1848 and the settlers fought desperately. Help came from an unexpected source when thousands of gulls from the Great Salt Lake appeared and devoured the locusts.

On August 10, a feast of thanksgiving was held and thoughts turned again to building the city. A second survey of 63 blocks was laid out on the east.

Insuring the Economy

While Brigham Young was building his city from an agricultural base, he did not neglect its industrial potentials. The first glimmerings of an industrial park came about, when he decreed:

It is our intention to have the five acre lots next to the city to accommodate the mechanics and artisans, the 10 acres next, then the 20 acres, followed by the 40 and 80 acre lots, where farmers can build and reside. All these lots will be enclosed in one common fence, which will be 17 miles and 53 rods long, eight



feet high; and to the end that every man will be satisfied with his lot and prevent any hardness that might occur by any other method of dividing the land, we have proposed that it shall all be done by ballot, or casting lots, as Israel did in the days of old.

Public Facilities Emphasized

Public works were pushed vigorously in 1849, beginning with the Council House. Roads were built and bridges constructed over the streams. The city had been divided into 19 wards and under the direction of the bishops, each ward was enclosed "on the plan of a big field." Irrigation ditches were run to the respective wards to provide for gardens and orchards on the spacious city lots. In mid-summer of 1849 a visitor, leading a party to the gold fields of California, wrote his impressions:

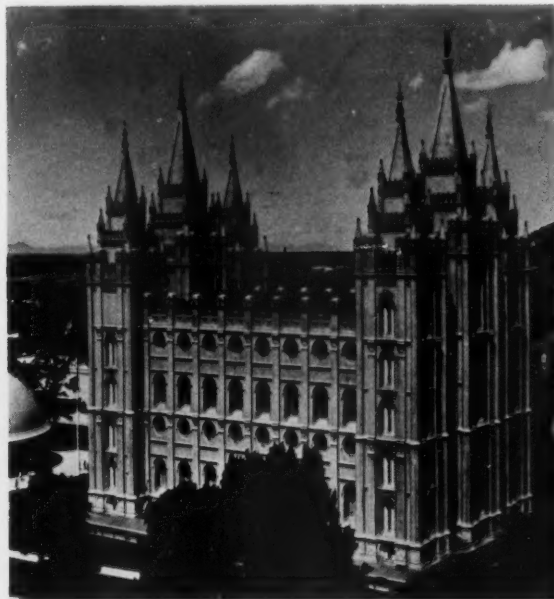
... After some 1,200 miles of travel through an uncultivated desert... lofty mountains and narrow and difficult ravines, we found ourselves suddenly,

FAR LEFT—The exterior of the Tabernacle was completed in October 1867, although much of interior work remained. The roof of the Tabernacle used 350,000 wooden shingles; in 1949 an aluminum roof was added. Foundation for the Temple is shown in this 1871 photograph.

BOTTOM LEFT—Planning for a Tabernacle as a meeting place began in October 1861. Surveying and foundation work began in 1863 but carpentry was delayed because lumber was difficult to obtain and required long seasoning. This photo taken in 1865 shows construction in progress.

LEFT—By 1885 Salt Lake City was taking on the appearance of a modern metropolis. The Temple was nearing completion, and the Tabernacle had finally been dedicated in 1875.

BELOW—The Temple as it appeared in 1967.



and almost unexpectedly, in a comparative paradise. Descending the table land which bordered the valley, extensive herds of cattle, horses, and sheep, were grazing in every direction, reminding us of the home and civilization from which we had so widely departed.

... Houses of sun-dried brick were thickly clustered in the vale before us, some thousands in number, and occupying a spot about as large as the City of New York


... The whole space for miles, excepting the streets and houses, was in a high state of cultivation

... There were no hotels, because there had been no travel; no barbers' shops, because everyone chose to shave himself, and no one had time to shave his neighbor; no store, because they had no goods to sell, or time to traffic; no center of business, because all were too busy to make a center. There was abundance of mechanical shops, of dressmakers, milliners, and tailors, etc.; but they needed no sign, nor had they time to paint or erect one, for they were crowded with business. Besides their several trades, all must cultivate the land, or die; for the country is new, and no cultivation but their own within a thousand miles. ... And the strangest of all was, that this great city, extending over several square miles, had been erected, and every house and fence made, within nine or ten months of the time of our arrival; while at the same time, good bridges were erected over the principal streams, and the country settlements extended nearly one hundred miles up and down the valley. ... one of the greatest prodigies of the age. ...

Vision for the Future

Brigham Young provided for the cultural development of his city by overseeing the building of the Mormon Temple, and legend holds that indirectly he anticipated electricity by including an open conduit system in its construction. He contributed the design of the Mormon Tabernacle, considered one of the most acoustically efficient buildings in the world. He founded schools, organized a newspaper, and headed successful mercantile and industrial movements in the area. He provided for the feeding of his city by sending contingents of his followers into outlying areas to grow produce; by this means, he also limited the size of his city community.

Brigham Young was a planner ahead of his times. He seemed to understand the uses of open space in terms of human scale and convenience, the value of density control, and the interrelationships of economic, social, and cultural amenities.

Ironically, Young nearly was outwitted by his own vision. He built an urban oasis in the desert, opening up an entire new region. Non-Mormon settlers ultimately moved into his city and the religious isolation he sought was ended. Fortunately, the city was so well established that today, 124 years later, all faiths live together in a prosperous, peaceful, and attractive community. 

INDUSTRIALIZED HOUSING

The Wrong People Make the News

By Sue Aikenhead

When it comes to industrialized housing, unfortunately some reporters seldom look beyond the surface of what seem to be newsworthy and trendsetting failures. In so doing they tarnish an entire industry with atypical examples, substantially hurting companies that were heretofore surviving well. Boards of Directors of modular housing firms quiver, plants are put on temporary suspensions by these Boards, and the banks, who are already reluctant to lend because they can't see beyond their faulty image of post-war quonset huts, simply won't release funds, even to companies who are unquestionably healthy.

Modular housing is a relatively new industry and the shakeout of firms in this infancy period should not be surprising, nor viewed as an indication that all industrialized housing is failing. The real disasters of these failures is the affect they have on the small, healthy and growing firms within the industry: their image is irreparably damaged and tarnished—unjustifiably so—in the public eye. Despite some failures, statistics show that industrialized housing is a very rapidly growing industry.

The reasons why corporations have failed are usually overlooked, and never mentioned by the media. Most large corporations fail because of faulty business practices rather than weaknesses within the industry. These larger corporations geared up to produce a thousand units a year in the

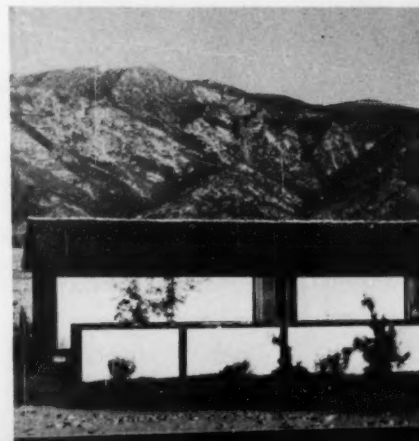


first year (which is nearly impossible); dumped millions into a plant unnecessarily; bought fancy equipment that proved to be inefficient and unproductive; published and released all sorts of "facts and figures" and often meaningless projections on their output and future; and, within a year or two, they have gone under with the same flourish and fan-fare with which they arrived upon the scene.

Survival Mottos

In contrast, there are some "survival mottos"—1) Think small, 2) Don't over-equip, 3) Move slowly—that have been adhered to by the industrialized housing manufacturers who have been successful. The Industrialized Housing Council of the Associated Home Builders of the Greater Eastbay California claims one of the biggest factors in the death of the larger modular housing firms has been the lack of adherence to these three basic common sense principles.

The second problem has been total lack of an adequate marketing plan. A successful modular housing opera-





Contrary to popular and press opinion, industrialized housing does not have to appear cramped, boxy, prefabricated, or all alike. Examples of styles being produced in California show some of the variation and spaciousness available in manufactured housing.



tion requires a large and sustained market just as any other manufacturing process. This means more than just a large "potential" market; it means a specific market that can be counted on to yield a steady flow of sales. Plants must be tailored to meet the needs of specific, well-defined markets. Studies of the modular housing industry have repeatedly stressed the fact that the primary emphasis for a successful operation must be on marketing rather than on production.

In the Bay Area, Modular housing satisfies a market that is between that



PENETRATION OF THE TOTAL HOUSING MARKET BY INDUSTRIALIZED HOUSING

	Total Housing* (thousands of units)	Total Industrialized Housing* (thousands of units)	Degree of Penetration
1950	1,982.4	118.1	5.9%
1955	1,731.6	204.9	11.8
1960	1,390.7	230.6	16.6
1965	1,726.1	449.3	26.0
1966	1,413.2	447.3	31.7
1967	1,582.3	465.4	29.4
1968	1,863.5	558.0	29.9
1969	1,912.3	701.7	36.7
1970	1,870.2	691.2	37.0
1971	2,576.2	851.7	33.1
1972†	2,965.1	985.0	33.2

* Includes mobile homes.
† Estimated.

Sources: U.S. Department of Commerce,
National Association of Building Manufacturers,
Mobile Home Manufacturers Association.

of the mobile home product and the conventionally built home. Modular housing can be produced in the price range of \$15,000 to \$25,000 to appeal to low- and moderate-income families who make up a large portion of the California market for this type of housing.

The modular housing industry is a growing industry throughout the Nation though still in its infancy. Industrialized housing requires the same expertise as conventional housing and more. It is a complex industry with complex problems and requires the expertise of building codes, marketing, production, architecture, land planning, production, management, labor and more to be successful. The concept of industrialized housing is a dynamic one; its success lies in its proper utilization.

Ms. Aikenhead is Executive Director of the Industrialized Housing Council of the Associated Home Builders of the Greater Eastbay, California.

LOCATION OF 294 MODULAR HOME MANUFACTURING PLANTS BY STATE



Source: Housing Research Incorporated

lines&numbers

Cooperative and Condominium Housing

The Bureau of the Census recently issued a special report from the 1970 Census of Housing on cooperative and condominium housing. The Census reported a total of 416,094 owner occupied cooperative and condominium units in 1970. Both cooperative and condominium housing projects may consist of more than one building. They can be a group of row apartments, high-rise buildings, single-family structures, or a combination of these types. In condominium, individuals take title to their units and are taxed separately, while in cooperatives each individual owns stock or membership in the cooperative with the right to live in one of the units. SMSA's (Standard Metropolitan Statistical Areas) account for 92 percent of all coop and condominium units, with 55 percent in the central cities and 37 percent in the suburban fringes.

The New York City metropolitan area alone has 116,567 units for 28 percent of the national total. The remaining six metropolitan areas with more than 10,000 of these units are: Chicago, Ill.; Anaheim-Santa Ana-Garden Grove, Calif.; Ft. Lauderdale-Hollywood, Fla.; Los Angeles-Long Beach, Calif.; Detroit, Mich.; and Miami, Fla.

About 75 percent of coop and condominium units were built between 1950 and 1970, with an average of 4.2 rooms occupied by 2.1 persons. The majority of these units are about equally divided between small projects (one to four units) and fairly large projects (20 or more units). One-third of all households in these units are headed by a person 65 years of age or over. The average income, in 1969, of families and individuals in owner-occupied coops and condominiums was \$9,600.

Selected Characteristics (Numbers in Percent)

Structure		Socio-Economic	
Bedrooms (2 or less)	75	Household composition:	
Overcrowded units	4.5	2 or more persons	76
Stories in Structure:		1 person	24
1 to 3	64	Own children under 18:	
13 or more	20	None	73
		1 or 2	26
Units in structure:		Household income:	
1 to 4	40	Less than \$4,000	18
5 to 49	29	\$4,000 to \$6,999	16
50 or more	31	\$7,000 to \$9,999	17
Year structure built:		\$10,000 to \$14,999	22
1960 to 1970	58	\$15,000 or more	27
1950 to 1959	26	Median	\$9,600
Complete bathrooms:		Employment status of	
1 and 1½	75	household head:	
2 or more	23	Labor Force	64
None or shared	2	School	1
		Other (includes retired)	35

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